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TO: Appointing Authorities, Personnel Officers and Unions Representing
State Employees

FROM: Guy Krause, Acting Director 

SUBJECT: FY 2014 Pay Plan Recommendations

Attached, please find a copy of the Personnel Advisory Board's Pay Plan
Recommendations for FY 2014 as provided to Governor Nixon on July 10, 2012.

The Board's focus this year is on statewide within-grade increases along with the 3%
General Structure Adjustment, repositioning of certain classifications and specifically
targeted differentials.

The Board's recommendations for within-grade salary advancements will lay the
foundation for a long range compensation system that is competitive with the labor
market and provides recognition of the performance and contributions of state
employees.

Attachments

FY 2014 PAY PLAN RECOMMENDATIONS

FOCUSING ON COMPENSATION ISSUES

THE PAY PLAN PROCESS

WITHIN-GRADE SALARY ADVANCEMENTS

GENERAL STRUCTURE ADJUSTMENT

REPOSITIONING / TARGETED WITHIN-GRADE SALARY ADVANCEMENTS

DIFFERENTIALS

TOTAL ESTIMATED COSTS

Focusing on Compensation Issues

One of the effects of the recession that began in 2008 has been the growing debate over the level of compensation afforded to public employees, especially within many state governments across the country. What are the facts? Here is the current situation concerning compensation for Missouri State employees:

1) Authorization of the Joint Interim Committee on State Employee Wages

In 2011, the House and Senate authorized the Joint Interim Committee on State Employee Wages. The report of that committee led to this session's House Concurrent Resolution 33, which re-authorized the committee until December 31st of 2014, in order to continue its work. The work and report of the committee has drawn attention to compensation issues as they relate to state employees.

2) Comparison of Missouri State public and private sector employee compensation

There have been many studies that have analyzed and compared public and private sector compensation—and they reach a wide range of conclusions. Until recently, they primarily examined employee compensation from all across the United States—but not specifically Missouri. In March of 2011, Dr. Jeffrey Keefe from Rutgers University released a study that analyzed and compared compensation in several states, including Missouri.

This in-depth study presented a stark case concerning the compensation provided for public and private sector employees. The gap in annual wages for a state government employee was calculated at 28.1% less than similar private sector employees. When the cost of fringe benefits was considered the gap was reduced—but only to 24.3% for total compensation.

For those state and local government employees who hold four-year college degrees, the news is worse. The pay gap for those employees, who make up some 53% of the State's full-time

workforce, is calculated at 39% less than similar private sector employees. When benefits are added into the calculation, the gap is only slightly reduced, at 37% for total compensation.

Many people believe that the benefits provided for state employees “make up the difference” for any pay gap. In actuality, they simply do not and the conclusions of Dr. Keefe do not support the “make up the difference” theory.

In conclusion, the information suggests that the compensation provided to Missouri state government employees is lagging behind private sector salaries in Missouri. The State may risk losing trained and experienced employees in the coming months and years due to this situation.

3) State Employee Average Pay Rankings

Various rankings, using different data sets, show that the average pay for Missouri state employees consistently ranks at the bottom.

Las Vegas Chamber of Commerce ranking (2008):	50th
Governing.Com Sourcebook ranking:	50th
Division of Personnel ranking (2007 U.S. Census data):	49th
Division of Personnel ranking (2010 Quarterly Census of Employment & Wage data):	50th
Division of Personnel ranking (2010 Quarterly Census of Employment & Wage data (less NAICS 611)):	50th

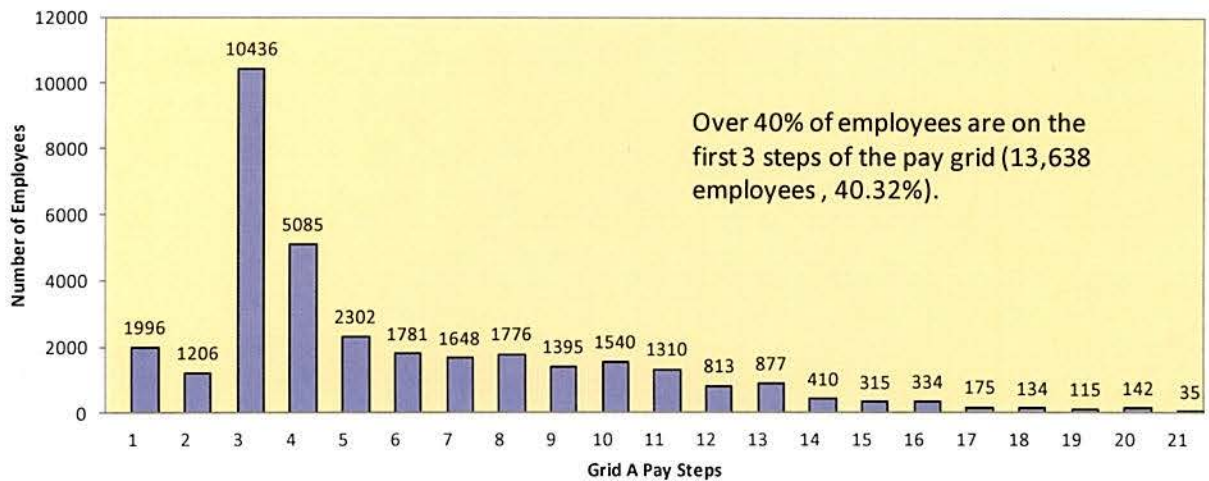
No matter what data source is used, Missouri consistently comes at the bottom of any ranking.

4) Missouri State Employees’ Pay Compression

The lack of any statewide within-grade increases over the past decade has created a situation in which employees with ten-plus years of experience make exactly the same pay rate as employees who just completed their probationary period. Just over forty percent (40%) of Missouri state employees are on the first three steps of their pay range—despite the fact that the grid averages almost nineteen (19) steps per range. This situation, where the pay rates of a large group of employees are virtually the same, is known as pay compression.

Similar information was provided in last year’s pay plan recommendations. In April of 2011, low-end pay compression was 38.11%; In March of this year, it is 40.32%. In just the past year, our low-end pay compression has worsened by 2.2%.

UCP System Pay Step Distribution Across Pay Range March 2012



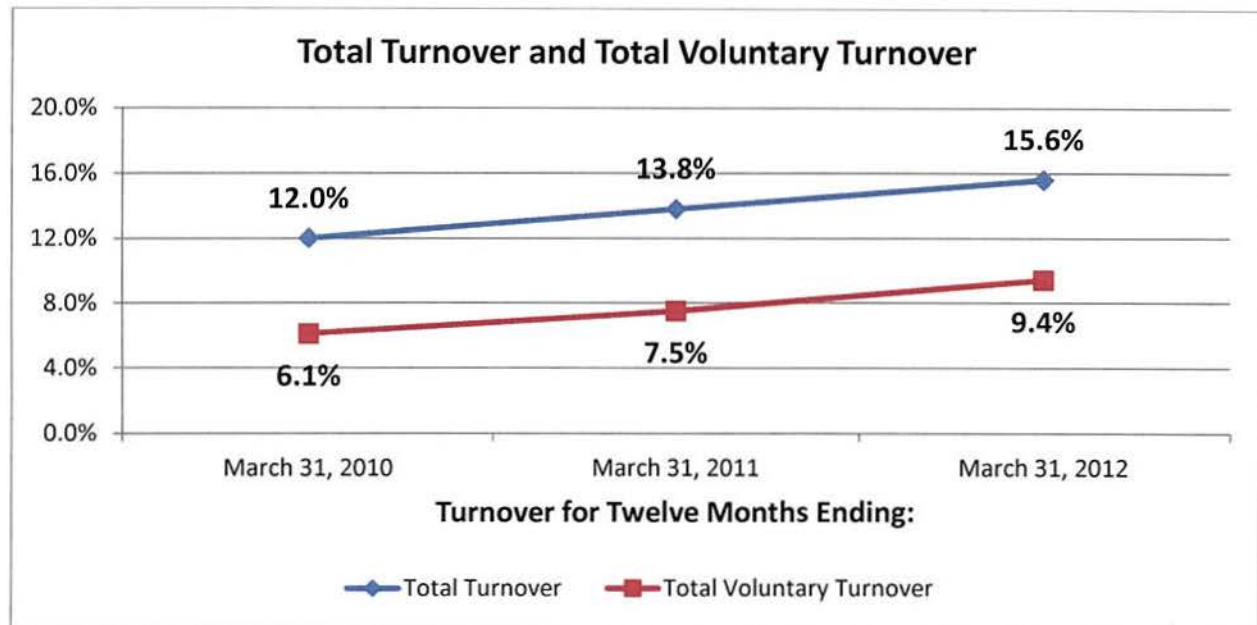
While more than 40% of state employees are on the first three steps of their range, only 116 employees are on the top step of their range (which could be steps 17 through 21 depending upon the particular range.)

No statewide within-grade (WIG) salary advancement has been granted to all employees since July 1, 2000. Should a WIG be funded through these recommendations, employees would receive a step increase on July 1, 2013, or 13 years since the last statewide WIG. The only WIG increase for employees hired after that date would be the customary two-step increase for successfully completing their probationary period, or an occasional targeted WIG for a specific job classification like Corrections Officers. Due to budgetary constraints probationary period increases haven't always been possible. Thus we may have trained and proficient employees with up to thirteen (13) years of service with the state who receive the exact same salary as co-workers with less than a year's service who have just completed their probationary period.

How might pay compression affect the operations of state government?

First, this situation can affect the State's ability to effectively recruit new employees. When applicants see the history of the lack of WIG's, they may decide that working for the State of Missouri will lead to reduced future earnings throughout their careers. Agencies cannot, in good faith, point to the pay range and suggest that employees will progress through the range throughout a career. The State may experience problems in filling positions, may be forced to fill positions with candidates who possess marginal qualifications, or, even worse, be forced to reduce the minimum qualifications for job classes in order to fill them.

Second, this situation threatens Missouri's ability to retain its best employees. Employees can see that they have little hope of progressing salary-wise and as the economy improves many may well seek to leave State employment for better paying jobs. Many state government employees have salaries near the bottom of the pay range. Without within-grade salary advancement, those salaries will remain near the bottom. The following chart shows the trending increase in total turnover and total voluntary turnover for the State of Missouri over the past three years:



The voluntary turnover rate has increased 50% over the past 36 months. The majority of the 9.4% of employees who voluntarily left in the latest 12-month period left state employment for other jobs.

Third, this situation potentially leads to morale issues as employees may feel under-valued and under-appreciated. The employee can easily feel that their job commitment and performance goes unrecognized from a compensation perspective. This may be most acutely felt among those employees with eight to twelve years of experience. The newest hired employees are or soon will be making exactly the same salary even though they lack the experience and productivity.

The Pay Plan Process

The Personnel Advisory Board (PAB) provides oversight of the Missouri Uniform Classification and Pay (UCP) system. The UCP system consolidates the various types of work performed in state government into homogeneous classes of positions. Each job class is assigned to a pay range/band with a minimum and maximum rate of pay.

Each year interested parties, including the agencies, unions, and private individuals, are provided the opportunity to give testimony to the PAB concerning pay issues in state government at the public

hearing. The Director of Personnel reviews those requests and proposes to the PAB recommendations for pay increases (referred to as the “pay plan”) for the coming fiscal year. To coincide with the budget cycle, these recommendations are provided to the Governor and state budgeting authorities a year in advance of the fiscal year for which they would be effective. The recommendations provide the framework for pay raises that address compensation issues confronting state government and the recruitment and retention of qualified, productive and motivated employees.

An effective system for salary administration accomplishes many objectives for an organization. It attracts new employees; retains trained, competent workers by acknowledging their increased proficiency and contributions; and adjusts to meet the demands of the labor market. The PAB’s annual pay plan recommendations are designed to accomplish these objectives. An effective plan for salary administration needs to be adopted, maintained and adjusted on an on-going basis.

Within-Grade Salary Advancements

An important and necessary component of the UCP is the ability to move employee salaries through their assigned salary range. Within-grade salary advancements (WIGs) are designed to recognize distinctions in salary based upon both the experience and the performance of employees. WIGs allow for the recognition of the increasing value of trained staff throughout the state.

Historically, WIGs have been a fairly regular feature in Missouri’s compensation picture. Over the past decade however, this has not been the case. No statewide WIG has been granted to Missouri employees since July 1, 2000. The result of this lack of within-grade salary advancements is the significant low-end pay compression now experienced by Missouri state government. Currently 40% of Missouri state employees within the UCP system remain on the bottom three steps of their pay range.

This situation would be worse had it not been for the custody staff and probation & parole assistants for the Department of Corrections and the security aides for the Department of Mental Health being granted a targeted WIG by the legislature in the FY 2009 (July 1, 2008) budget. Many of these employees are now on the fourth step of their pay range. If that WIG had not been granted, then approximately 55% of state employees would still be on the first three steps of their pay range.

The PAB is recommending a three-tiered WIG for FY 2014 based on a “successful” or better performance rating and years of service. All employees who have at least 18 months of continuous state service and a “successful” or better rating on their most recent evaluation would receive a one-step WIG. All employees who have at least 4 years of state service and again a “successful” or better rating on their most recent evaluation would receive a two-step WIG. All employees who have at least 8 years of state service and again a “successful” or better rating on their most recent evaluation would receive a three-step WIG.

These steps are designed to mitigate some of the low-end pay compression we have within our pay ranges. From the time of the last statewide WIG increase (July 2000) and the time when this recommendation would be implemented if funded (July 2013), it will have been over thirteen (13) years. Almost all new employees and employees in new positions during that timeframe are on the first three steps of their respective pay ranges. Each one-step WIG would represent an increase of approximately 1.88% for the employee. Each two-step WIG would represent an increase of approximately 3.76% increase for the employee. Each three-step WIG would represent an increase of approximately 5.64%. Overall, the 3 tier WIG recommendation would cost approximately 4.1% of total personal services.

General Structure Adjustment

A second important component of the UCP is the ability to maintain the overall competitiveness of the pay plan. This is primarily accomplished through the use of the General Structure Adjustment (GSA). The GSA is often described as a “cost of living” adjustment. While the cost of living is a factor in determining the amount of the GSA, the adjustment should not be considered solely as a cost of living increase. The primary purpose of the GSA is to maintain the competitiveness of the pay plan relative to other employers.

Because the GSA is an adjustment to the pay grids themselves, virtually all employees benefit from an increase. Only temporary and seasonal workers are not automatically included. Their increases, if any, are determined by each agency.

The suggested GSA adjustment is based upon a set of consistent economic indicators, along with salary survey information from *WorldatWork*, a globally respected non-profit compensation association. These indicators include:

THE CONSUMER PRICE INDEX (CPI)

The Consumer Price Index (CPI) is a long-standing program that tracks changes in the prices paid by consumers for a representative basket of goods and services. The CPI reflects the spending patterns for two population groups; all urban consumers and urban wage earners/clerical workers. The “All Urban Consumers,” subset is used as it represents 87% of the population. The CPI reflects changes in the prices of goods and services purchased directly in the marketplace. The CPI is calculated by the Bureau of Labor Statistics on a monthly basis.

CPI data is utilized by calculating the percentage change for the most recent month from the same month of the previous year.

EMPLOYMENT COST INDEX (ECI)

The Employment Cost Index (ECI) was developed in the early 1970’s to aid in economic analysis. It was developed in response to policy makers’ need for a timely, accurate and comprehensive

indicator of changes in employers' labor costs that was free from the influence of employment shifts among industries and occupations. The ECI is used to forecast wage trends, and facilitate wage and benefit cost planning. The ECI is calculated by Bureau of Labor Statistics on a quarterly basis.

The ECI is used in the Federal pay-setting process as proscribed in The Ethics Reform Act of 1989 (for Congress, Federal judges, and top Government officials) and The Federal Employees Pay Comparability Act of 1990, which specifies that the ECI will be used to adjust pay for General Schedule employees.

The percentage change in the ECI is calculated by comparing the most recent quarter over the same quarter for the previous year.

WORLDATWORK SALARY BUDGET SURVEY

The *WorldatWork* salary budget survey is the largest and most comprehensive survey of its kind in the industry. It is published on an annual basis and is the longest-running survey of its type, established over 35 years ago.

The salary budget survey is a benchmark used by employers and HR professionals to determine pay increase recommendations. Base pay increases may come from merit increases, cost of living increases or general increases. Salary budgets include the total amount of money allocated by an organization for all employee salaries. It does not include other employment costs, such as increases in medical/dental insurance, payroll taxes, and other fringe benefits.

PERSONAL INCOME (PI)

The Bureau of Economic Analysis calculates changes in Personal Income (PI). The PI data utilized is specifically for the State of Missouri. Personal Income is the income received by all persons from all sources. The PI data entails the sum of net earnings by place of residence. Personal Income calculations are performed by the Bureau of Economic Analysis on a quarterly basis.

The percentage change in the PI for Missouri is calculated for the most recent quarter over the same quarter for the previous year.

The following chart (Table # 1) represents the most current data from these indicators:

TABLE # 1

General Structure Adjustment Economic Indicators	Percentage
<u>Consumer Price Index (CPI-U)</u> U.S. Department of Labor, Bureau of Labor Statistics All Urban Region Consumers (Midwest) Increase for month ending March 2012 over March 2011	2.83%
<u>Employment Cost Index (ECI)</u> U.S. Department of Labor, Bureau of Labor Statistics Midwest (West North Central) Region for Private Industry Workers Wages and Salaries (excludes Benefits) Increase for quarter ending March 2012 over March 2011	2.2%
<u>World at Work Actual Salary Budget Increases</u> Projected for 2011 for Non-Exempt Salaried Workers August 2011	2.9%
<u>Personal Income (PI)</u> U.S. Department of Commerce, Bureau of Economic Analysis State of Missouri Increase in Personal Income for quarter ending December 2011 over December 2010	4.1%
Average of the Indicators Listed	3.0%

The current indicators as presented in the above table calculate a 3.0% increase in the GSA as being appropriate.

One additional point should be considered in any discussion of a General Structure Adjustment. On occasion the GSA has taken the form of a "flat dollar" increase as opposed to a percentage increase. This type of increase, as opposed to a percentage increase, causes problems for the State of Missouri as an employer:

- Flat dollar increases create pay compression between the pay ranges. This may create a disincentive to employees to take on additional responsibilities, particularly in supervising other staff. In some cases, employees earn more money than their immediate supervisor, especially when the employee is able to earn overtime pay and the supervisor cannot.
- A flat dollar increase can create a disparity of increases such that while some employees receive, for example, a five percent increase, others in their same department receive only a two percent or less increase. This has the potential to create morale issues as some see this as unfair.
- Flat dollar increases potentially erode the distinctions and lessen the value of higher levels of skill and education. Flat dollar increases result in the State eventually paying less than market value for higher paid workers in difficult to fill positions. This may also exacerbate pay disparities between Missouri's

private sector compensation and Missouri's state employees for job classes requiring higher levels of education.

By utilizing percentage-based salary increases, both employees and the State (as the employer) can benefit:

- Percentage-based increases allow the State to maintain greater parity with pay increases provided elsewhere in the labor market, both by private employers and other governmental entities, including the federal government. This is important in allowing the pay plan in Missouri to compete for skilled and qualified employees in the market place.
- Percentage-based increases allow the State to maintain consistent distinctions between the pay of state jobs and the level of duties performed.
- Percentage-based increases help the State workforce by providing a monetary incentive for employees to seek promotional opportunities. Employees see a significant benefit to increasing their personal skill sets and educational credentials.
- Percentage-based increases facilitate the retention of employees in jobs that require extensive educational or experiential preparation, and in whom the state has often invested significant resources in employee training and development. The increases in retention of skilled employees helps the state reduce the training and productivity costs (the "learning curve") associated with excessive turnover.
- Percentage-based increases facilitate the recruitment of professional employees for whom the state must compete at higher pay levels.

Repositioning/Targeted Within-Grade Salary Advancements

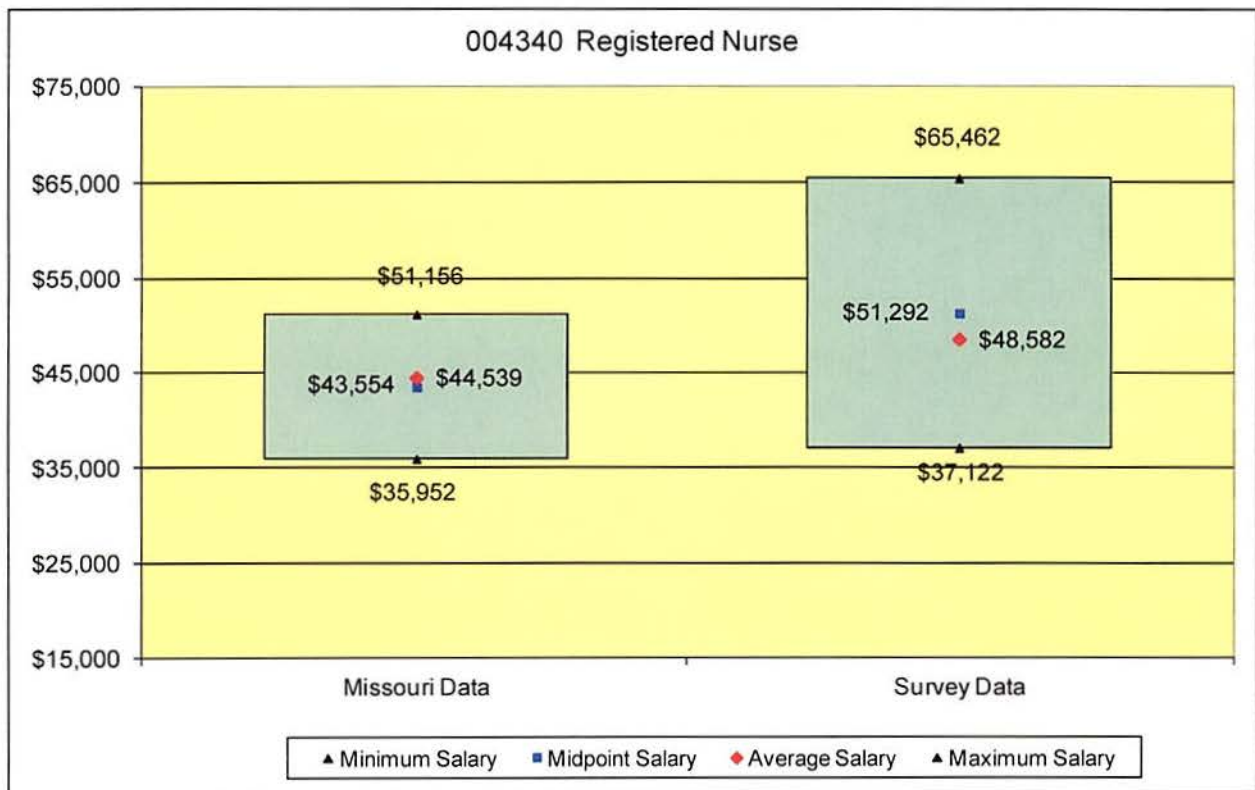
Repositioning is the assignment of a job class to a higher pay range. It is an element of the pay plan designed to address inequitable pay situations, both internally and externally. Repositioning is a possible solution when the pay of the job class is low relative to pay rates of other employers in the labor market, when the distribution of employees in the job class is weighted towards the top of the pay range, and when turnover is high.

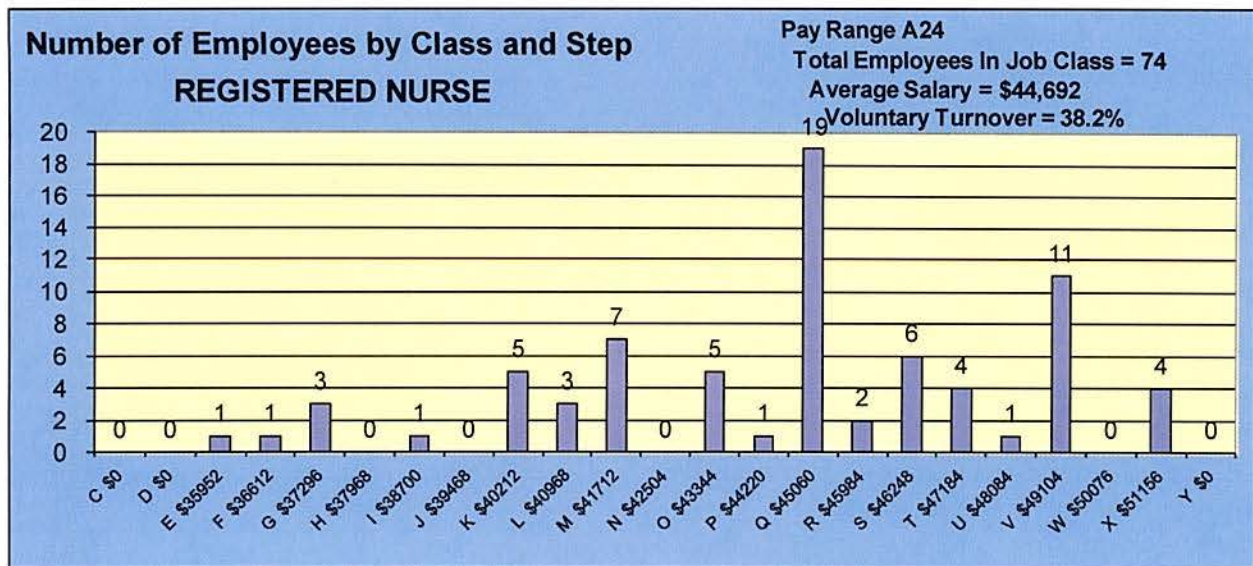
Targeted Within-Grade Salary Advancements are another tool to use in cases where a significant pay gap may occur, but the salary range is appropriate for the job class. Targeted WIGs can be used to address turnover issues, pay compression, and large gaps in average salary.

These are job classes that are being included for repositioning for the fiscal year 2014 pay plan:

REGISTERED NURSE (from Range 24 to Range 26)

A two range repositioning is recommended for the Registered Nurse job class. All classes of direct care nursing have experienced, for a number of years, significant turnover and vacancy difficulties. The Voluntary Turnover rate for this job class is currently over 38%. The Department of Mental Health in particular has expressed concern about their increasing inability to fill vacancies. Survey data indicates that Missouri's pay range is somewhat low as well. The Ratio-of-Missouri-Midpoint-to-Survey-Average currently stands at 0.897. Considering that most (if not all) Registered Nurses are already hired above the midpoint of the range, and that we continue to have problems in recruitment and retention, this repositioning of two ranges is warranted.

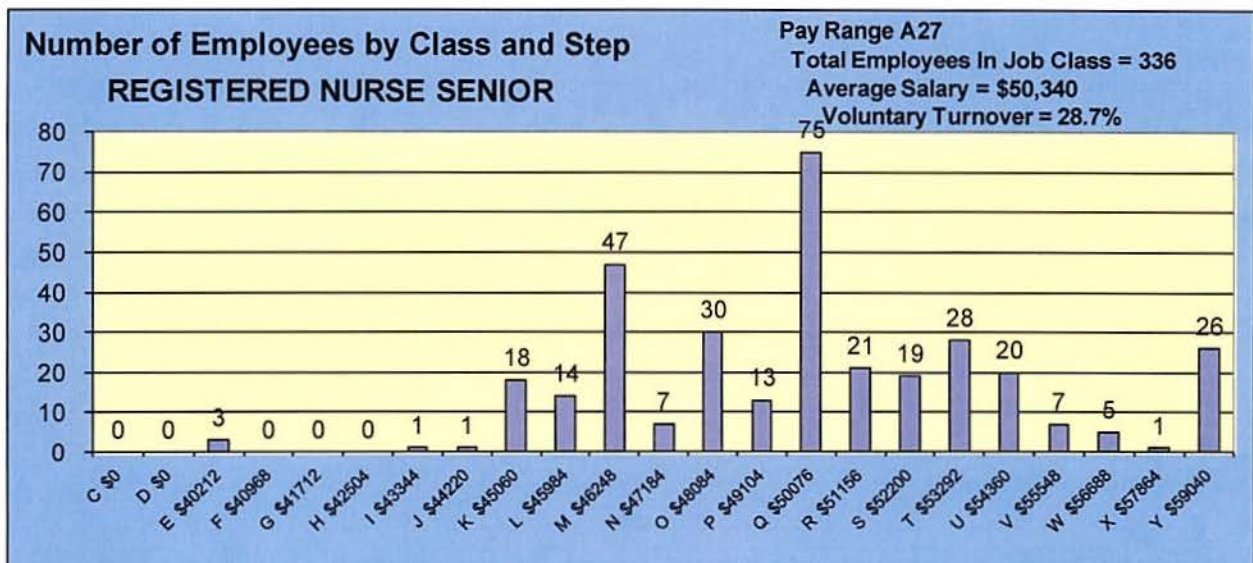
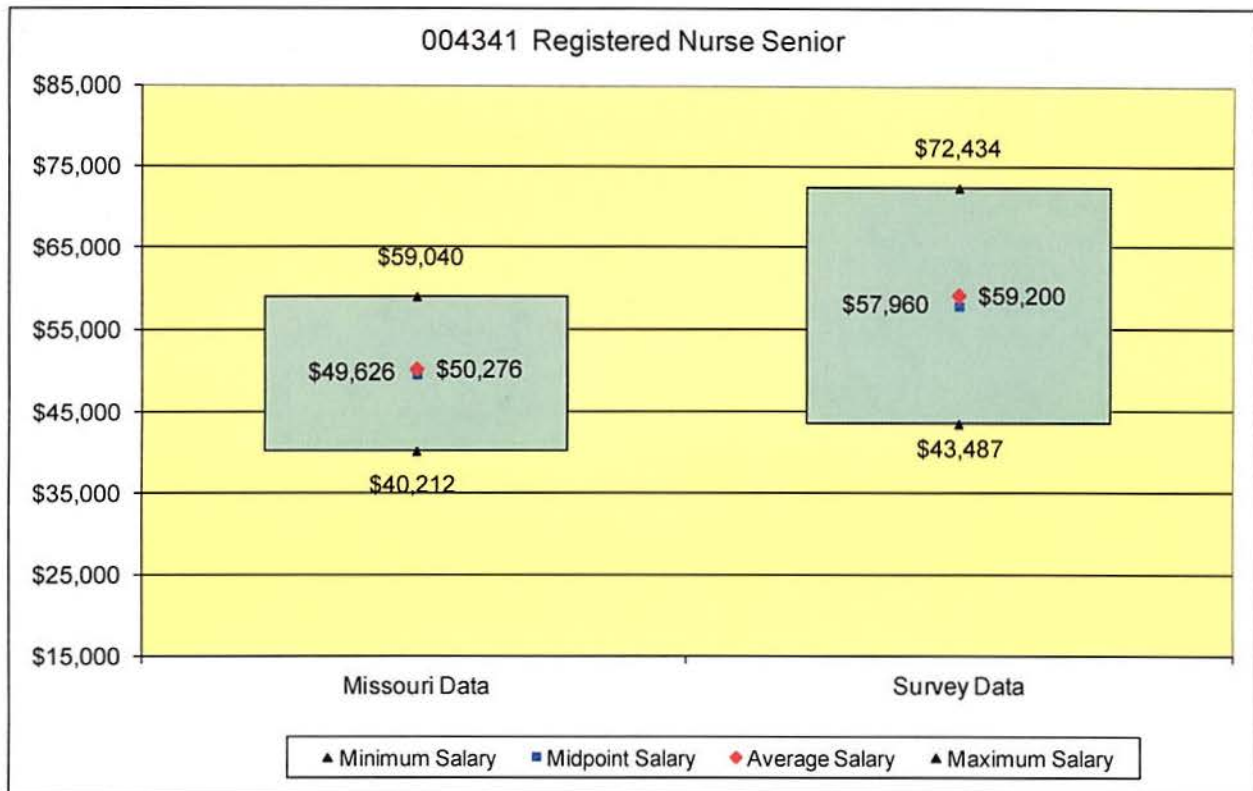




Registered Nurse positions are in the Department of Mental Health (DMH), the Veterans Commission and the Department of Social Services. Both DMH and the Veterans Commission make full use of the range in hiring nurses.

REGISTERED NURSE SENIOR (from Range 27 to Range 29)

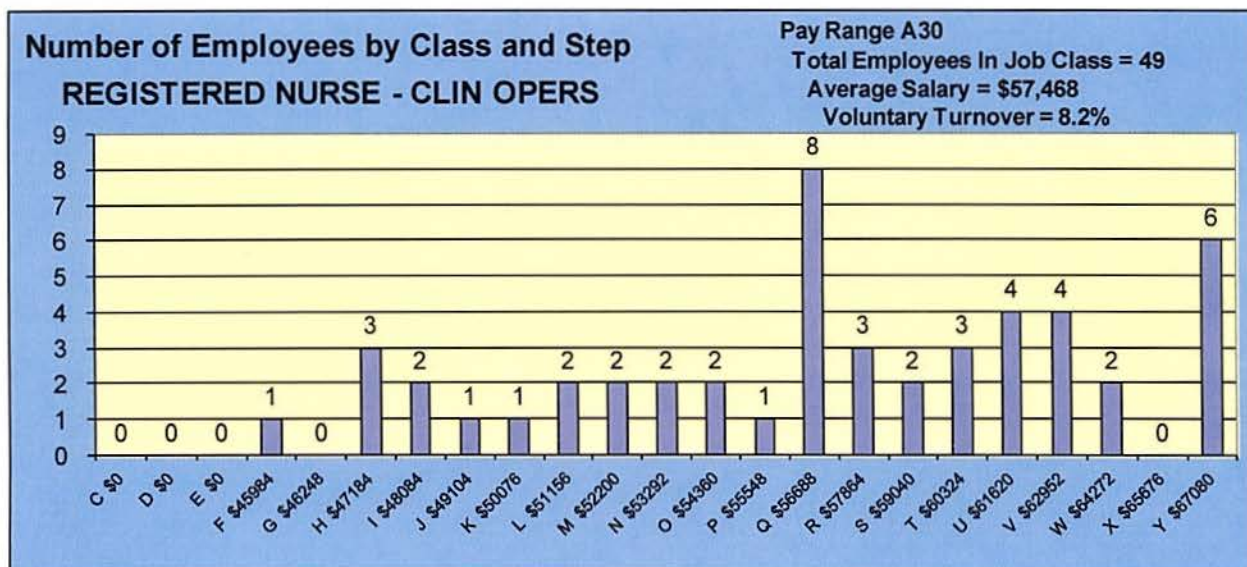
A two range repositioning is recommended for the Registered Nurse Senior job class. As with the Registered Nurses, this class also has experienced significant turnover and vacancy difficulties. The most current Voluntary Turnover rate for this class is over 28%. And, as with the Registered Nurses, the Department of Mental Health has experienced difficulties filling vacancies. The Registered Nurse Senior is really the primary class of direct care Registered Nurses for the State of Missouri. The Ratio-of-Missouri-Midpoint-to-Survey-Average currently stands at 0.838, which is low in comparison to most Missouri job classes. Even though most nurses in this class are hired over the midpoint of the range, even those hired at the top of the range do not match the average salary from our survey data.



As with the Registered Nurses, nearly all the Registered Nurse Senior positions are in the Department of Mental Health and the Veterans Commission. Again, both agencies make use of the range in where they hire new nurses.

REGISTERED NURSE, CLINICAL OPERATIONS (from Range 30 to Range 32)

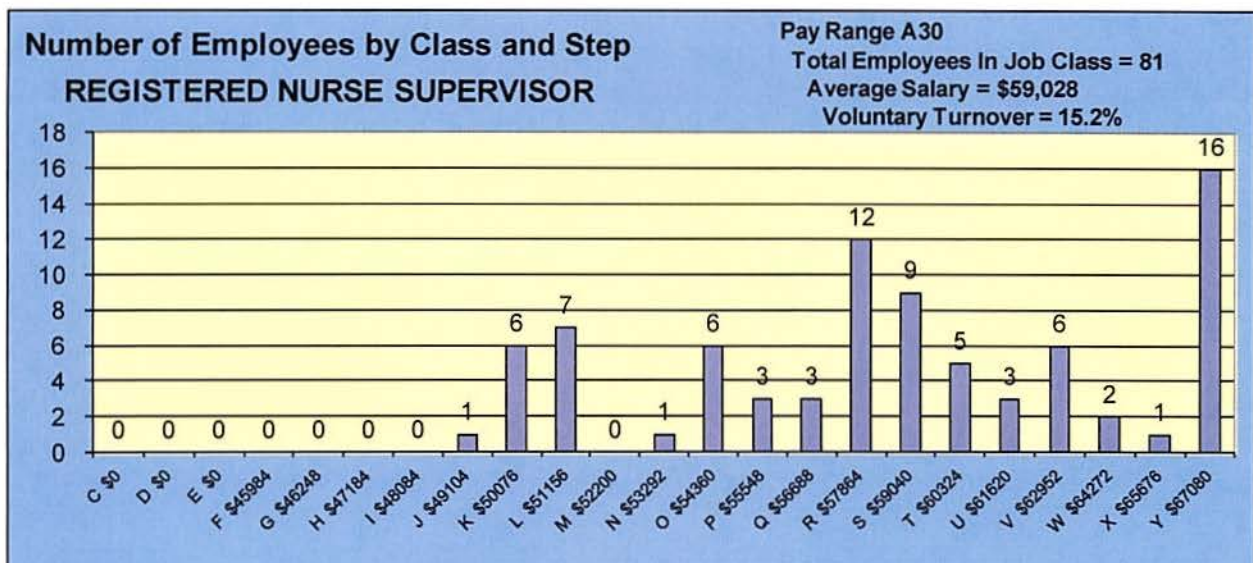
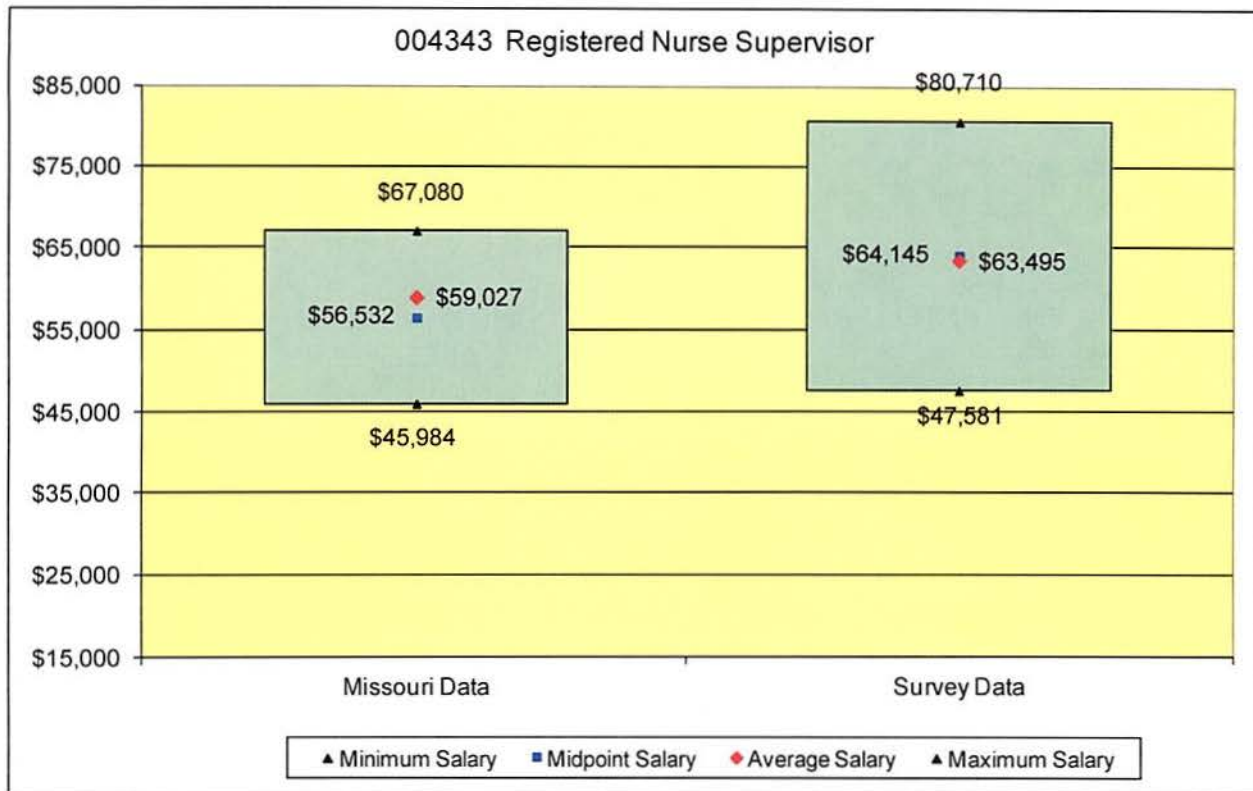
A two range repositioning is recommended for the Registered Nurse-Clinical Operations job class. While the Voluntary Turnover rate is fairly good (currently at 8.2%), this is part of the Registered Nurse series and the repositioning of the lower-ranged classes necessitates repositioning this class as well. Since the class is new, we do not have survey data for comparison.



This job class is used in the Department of Mental Health and in the Veterans Commission.

REGISTERED NURSE SUPERVISOR (from Range 30 to Range 32)

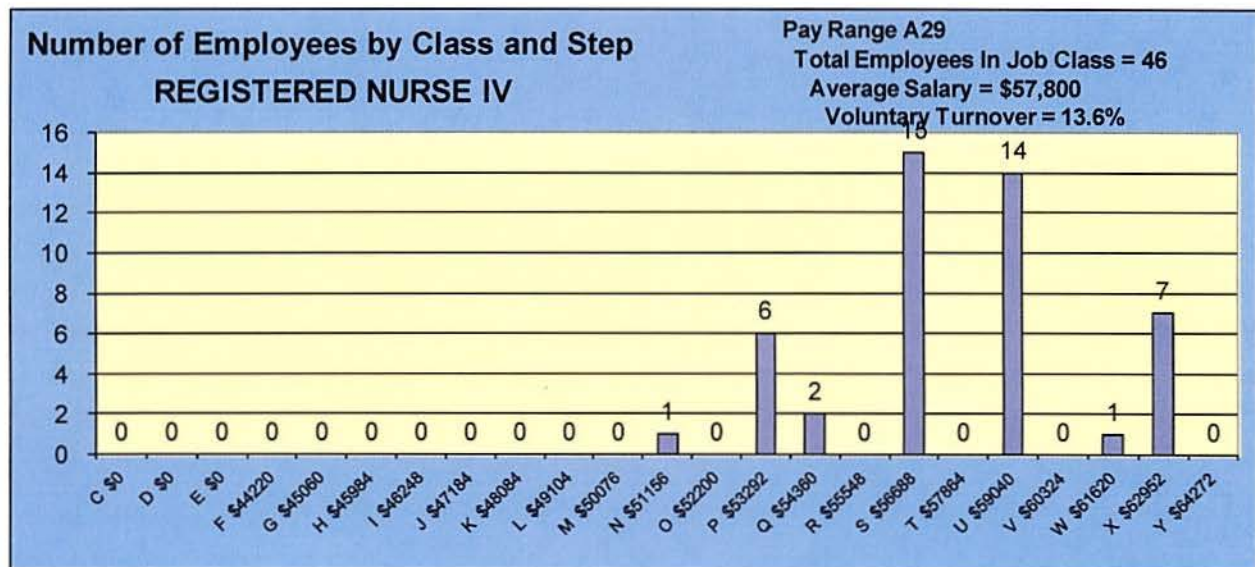
A two range repositioning is recommended for the Registered Nurse Supervisor job class. The Voluntary Turnover rate is slightly above average, at just over 15%. This is part of the Registered Nurse series and the repositioning of the lower-ranged classes necessitates repositioning this class as well. Survey data for this class shows Missouri behind the states surveyed. The Ratio-of-Missouri-Midpoint-to-Survey-Average currently stands at 0.890, which is slightly low compared to other Missouri job titles.



As with all the other job classes in the Registered Nurse series, these are primarily used in the Department of Mental Health and in the Veterans Commission.

REGISTERED NURSE IV (from range 29 to range 31)

A two range repositioning is recommended for the Registered Nurse IV job class. This class is used exclusively by the Veteran's Commission, in lieu of converting them to either the Register Nurse-Clinical Operations or Registered Nurse Supervisor classes. This class is part of the Registered Nurse series and the repositioning of other RN classes necessitates repositioning this class as well. Voluntary turnover is about average for job classes in the State of Missouri, at 13.6%.

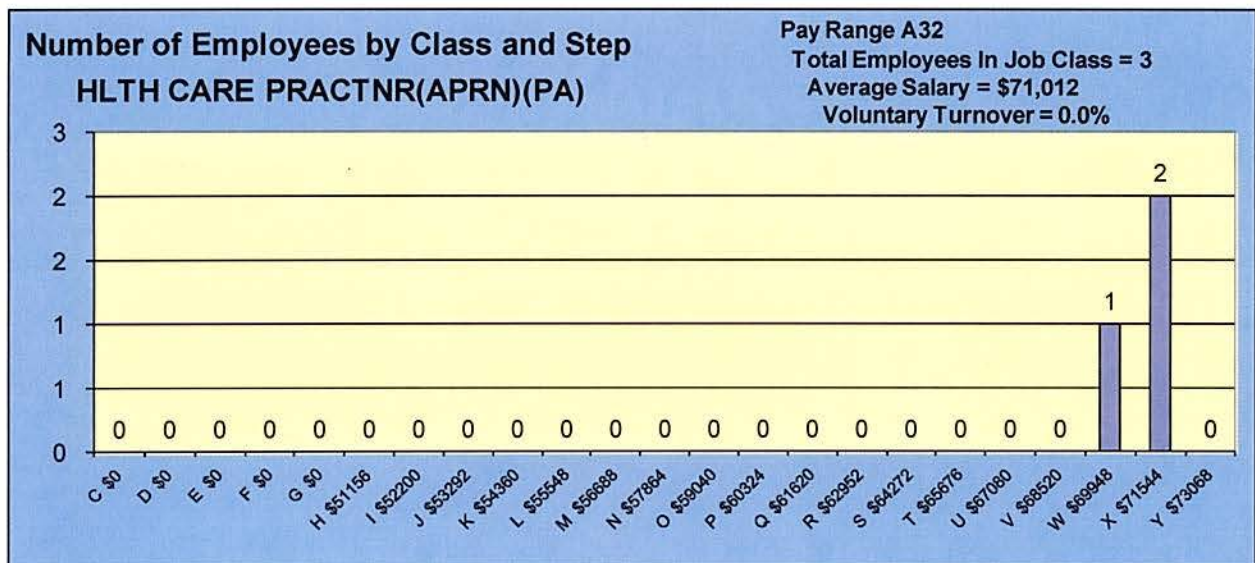
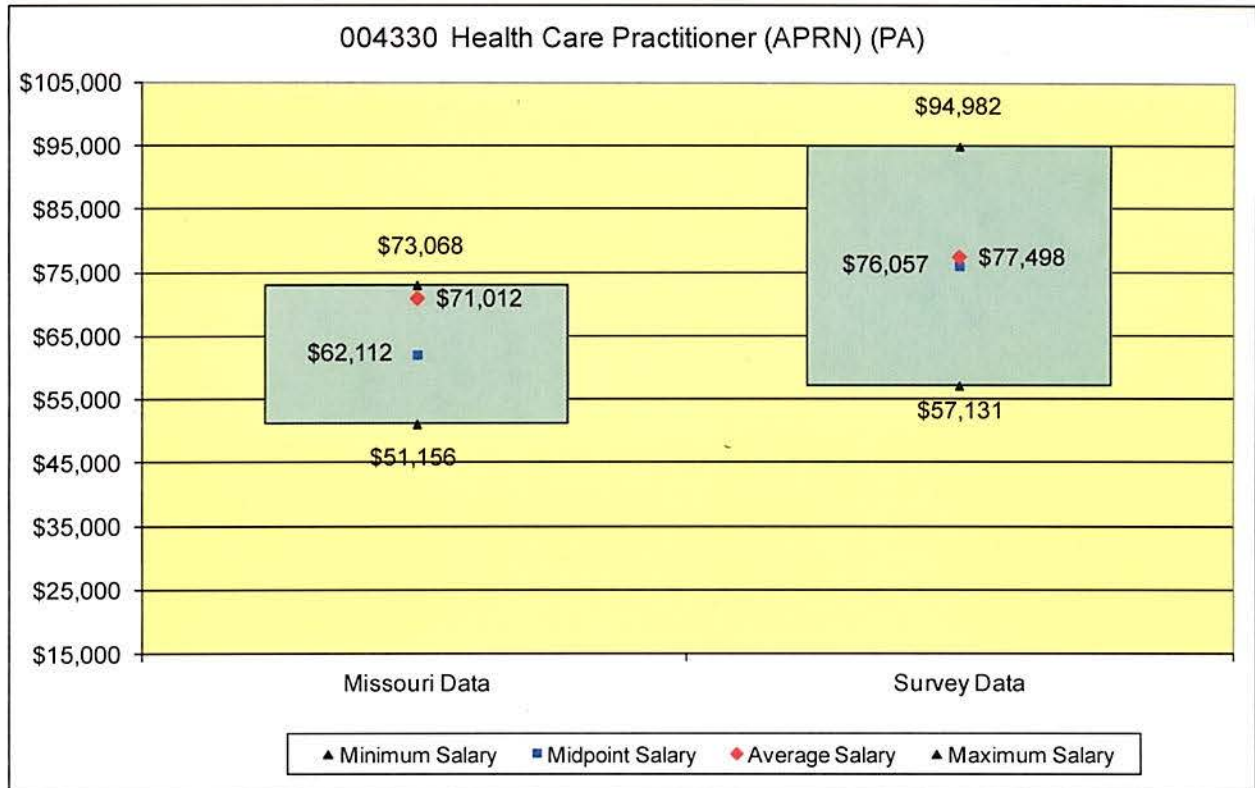


Total turnover for this class is just over 28%. As these nurses quit or retire, the Veterans Commission is able to hire under the Registered Nurse-Clinical Operations and Registered Nurse Supervisor job classes.

HEALTH CARE PRACTITIONER (from Range 32 to Range 34)

A two range repositioning is recommended for the Health Care Practitioner (Advanced Practice Registered Nurse) (Physician Assistant). This class is connected to the Registered Nurse series. Based upon our survey data positions in this job class are currently paid less than the survey average. This is the case despite the fact that all employees in this class are paid at the top of the pay range. The Ratio-of-Missouri-Midpoint-to-Survey-Average is a low 0.801.

Turnover and retention are not currently an issue with this class; however, the Department of Mental Health's ability to recruit is hampered by the wage levels for this job class.



LICENSED PRACTICAL NURSE I (GENERAL) (from Range 14 to Range 15)

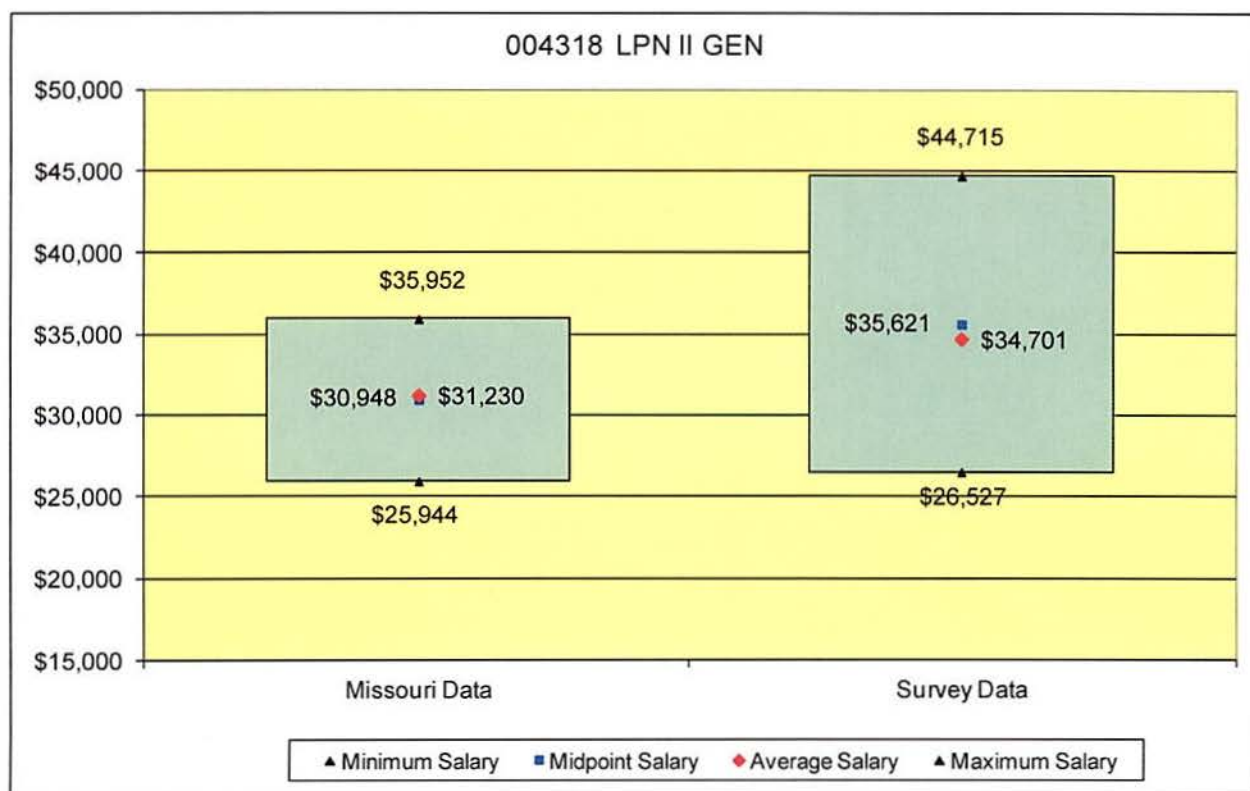
LICENSED PRACTICAL NURSE II (GENERAL) (from Range 15 to Range 16)

LICENSED PRACTICAL NURSE III (GENERAL) (from Range 18 to Range 19)

A one range repositioning for all three levels of the Licensed Practical Nurse (LPN) series is recommended. Turnover in the LPN classes is also quite high, especially given current economic conditions. The most recent voluntary turnover figures for the three classes are (as of March 31, 2012):

LPN I	43.8%
LPN II	17.7%
LPN III	30.5%

High turnover affects both the Veterans Commission and the Department of Mental Health, who are the primary users of these classifications. The agencies are using the range in paying their LPNs. We have survey data for the LPN II class only. The Ratio-of-Missouri-Midpoint-to-Survey-Average currently stands at 0.892.



Number of Employees by Class and Step

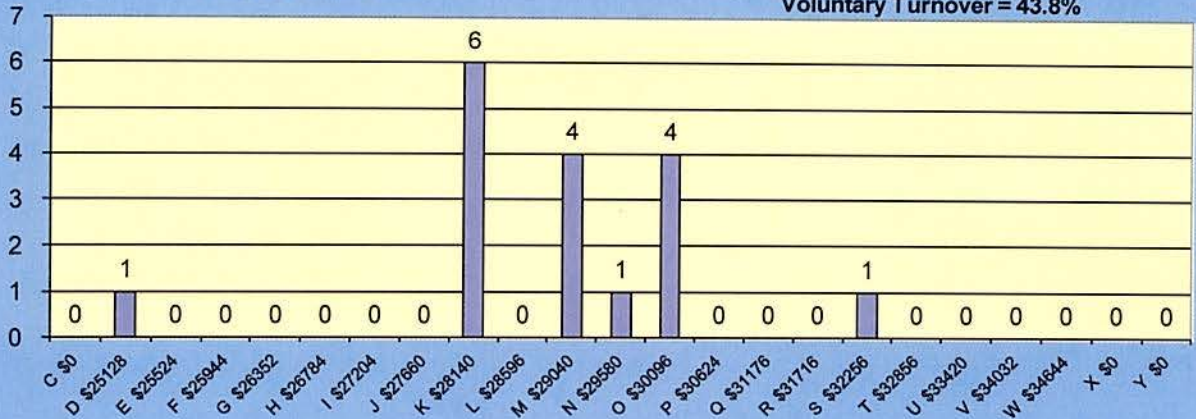
LPN I GEN

Pay Range A14

Total Employees In Job Class = 17

Average Salary = \$28,962

Voluntary Turnover = 43.8%



Number of Employees by Class and Step

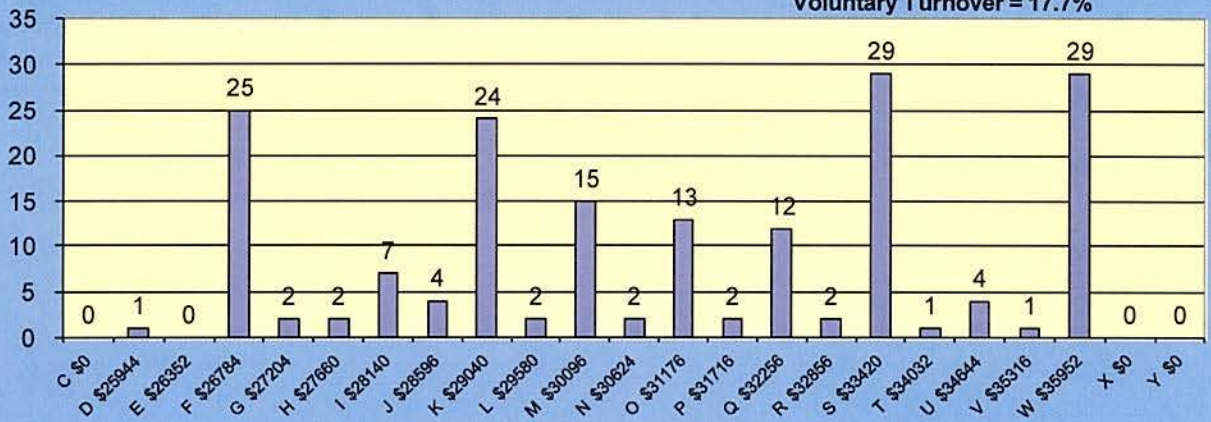
LPN II GEN

Pay Range A15

Total Employees In Job Class = 177

Average Salary = \$31,224

Voluntary Turnover = 17.7%



Number of Employees by Class and Step

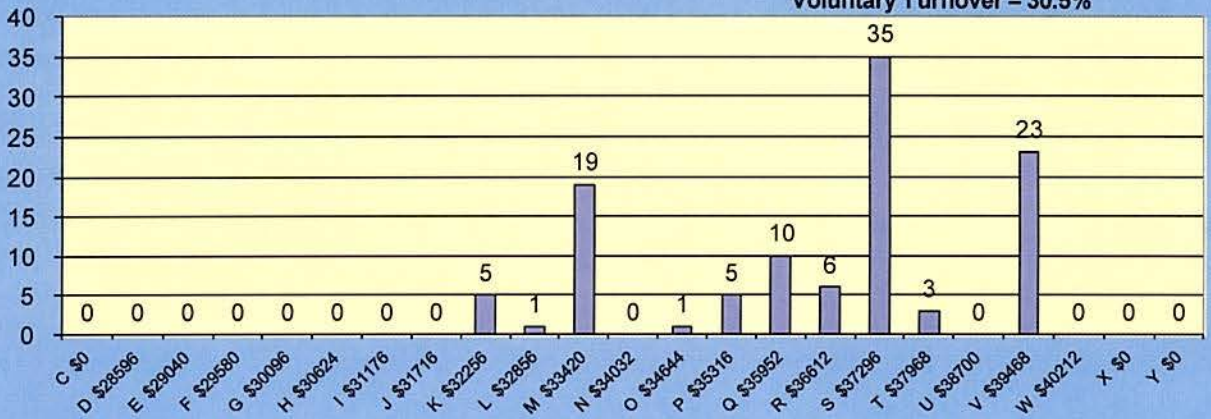
LPN III GEN

Pay Range A18

Total Employees In Job Class = 108

Average Salary = \$36,542

Voluntary Turnover = 30.5%



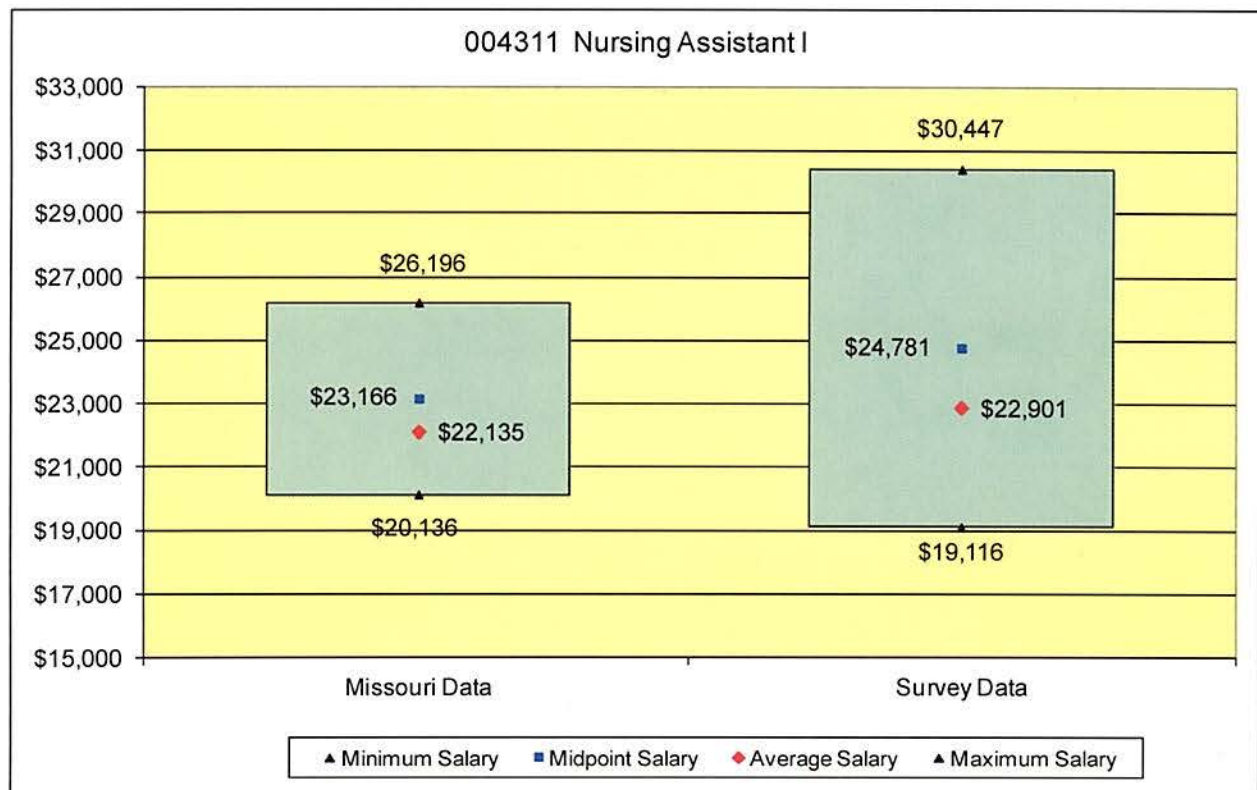
The LPNs are used by the Department of Mental Health, the Veterans Commission, and the Department of Social Services.

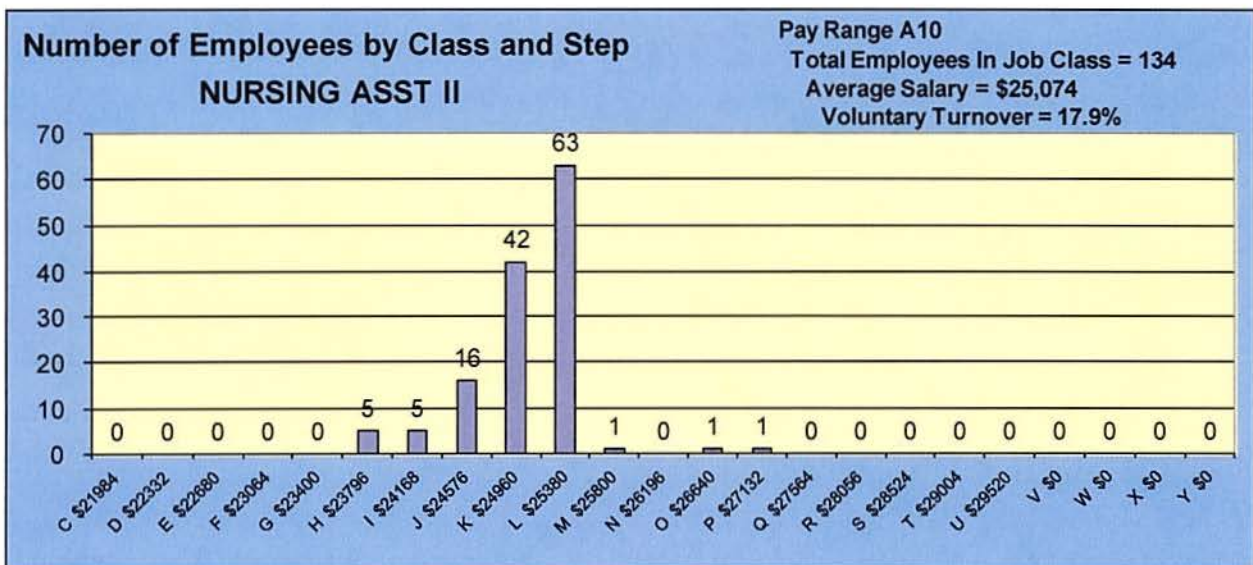
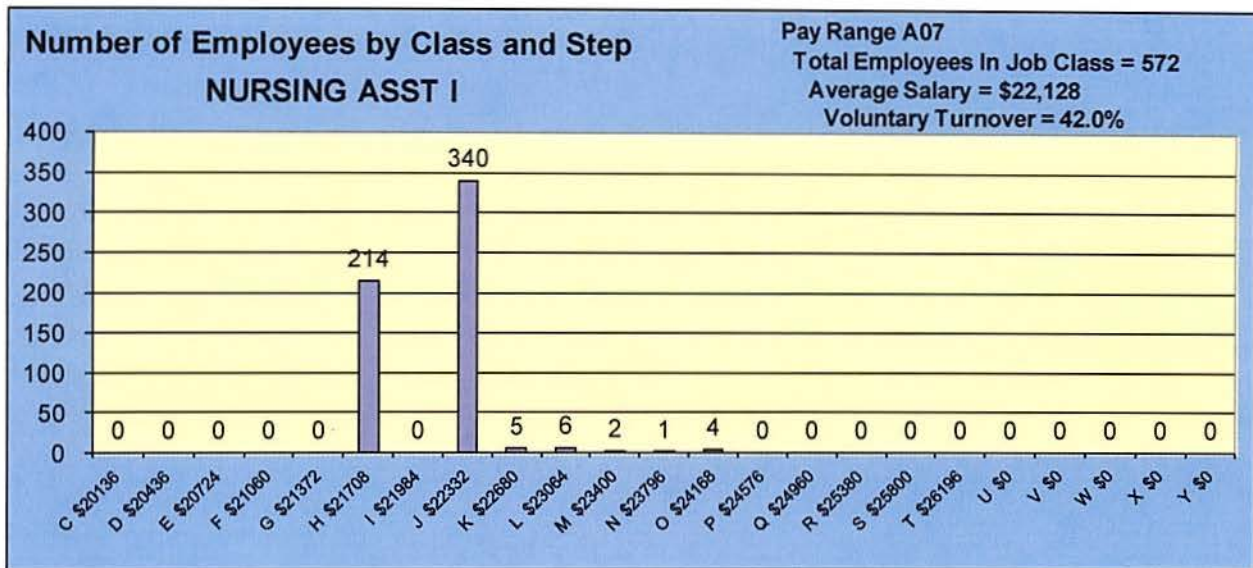
NURSING ASSISTANT I (from Range 07 to Range 08)

NURSING ASSISTANT II (from Range 10 to Range 11)

A one range repositioning for the Nursing Assistant series is recommended. These classes have some of the highest turnover in the State of Missouri. Voluntary Turnover for the Nursing Assistant I class is currently at 42%, while the overall turnover is over 87%. Much of the difference between these two figures is because of job abandonment, which is counted as a dismissal rather than voluntary. Voluntary turnover for the Nursing Assistant II class is at nearly 18%.

Nursing Assistants are only used by the Veterans Commission. Federal regulations require that they be Certified Nursing Assistants (CNA). This caused our survey data for this job class to be somewhat inaccurate and misleading. While it appears that we match well with other states, a closer look into the data revealed that most of the job matches were with job classes that were not CNA's. Ad hoc comparisons with other certified nursing assistants from other states reveal that Missouri does come in lower than most other states.





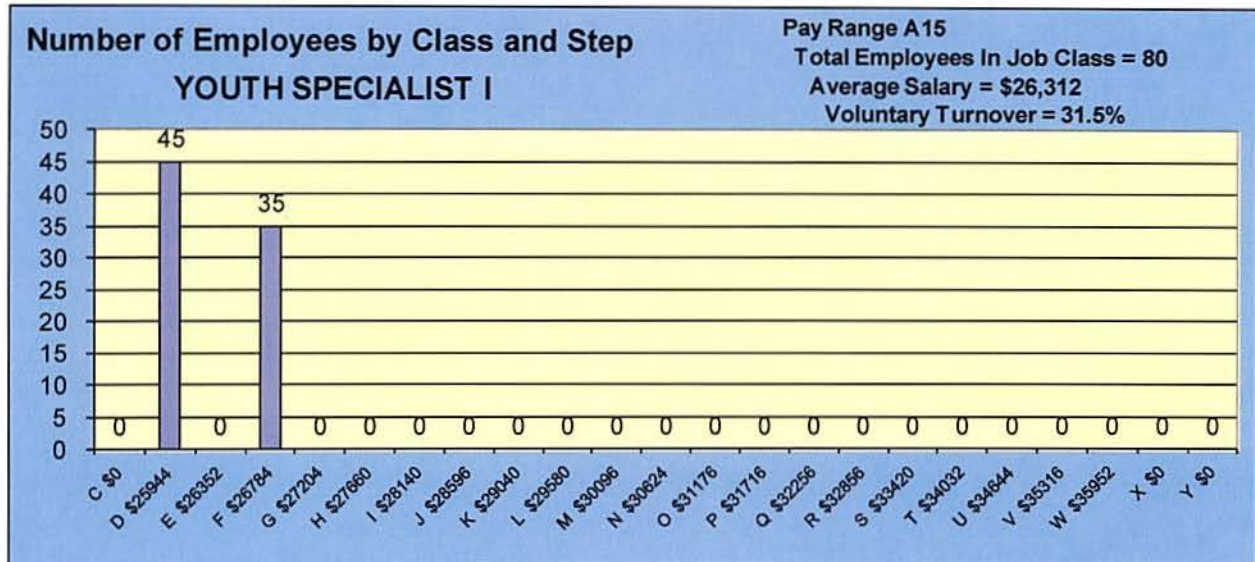
These classes are not multi-allocated. The Nursing Assistant II class has greater responsibilities and the Veteran's Commission uses only a limited number of these positions.

YOUTH SPECIALIST I (from Range 15 to Range 16)

A one range repositioning is recommended. The minimum qualifications for a Youth Specialist I require either two years of college coursework or two years of specialized experience working with youth and a high school diploma or equivalency.

While a Youth Specialist I will typically be promoted to the II level, this process takes a minimum of two years. Voluntary turnover is also somewhat high in this job class, 31.5% as of March 31, 2012,

especially in light of current economic conditions. There are a total of approximately eighty employees in this class.



The class exhibits typical pay compression, though this is more the result of the job class being multi-allocated with the Youth Specialist II. The range for the Youth Specialist II is range 18; thus this repositioning should not adversely affect the ability of the agency to promote employees.

CLINICAL CASEWORK ASSISTANT I (from Range 16 to Range 17)

CLINICAL CASEWORK ASSISTANT II (from Range 18 to Range 19)

A one range repositioning for both the Clinical Casework Assistant (CCA) I and II is recommended because the current range assignment is too low based on the minimum qualifications. The CCA I requires a Bachelor's degree with 15 hours in one or a combination of specific areas; the CCA II requires either (a) two years as a CCA I, or (b) a Bachelor's degree in Social Work, or (c) a Bachelor's degree with 24 hours in one or a combination of Social Work, Psychology, or Sociology AND specialized clinical casework experience. There are no acceptable experience substitutions for the required education. These minimum requirements are substantially greater than most entry-level job classes currently on either range 16 or range 18. There are currently six employees in the CCA I job class.

Number of Employees by Class and Step

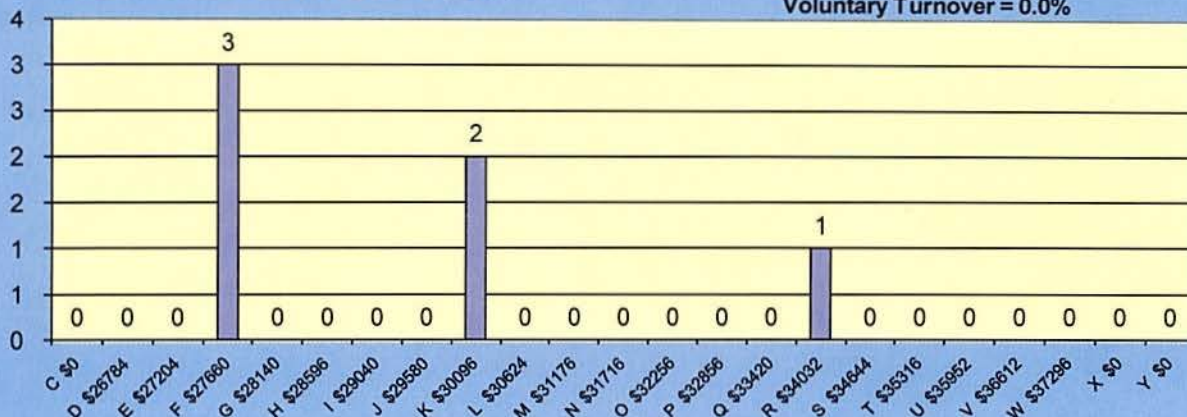
CLINICAL CASEWORK ASST I

Pay Range A16

Total Employees In Job Class = 6

Average Salary = \$29,534

Voluntary Turnover = 0.0%



There are currently twenty-four employees in the CCA II job class. A repositioning of one range should not cause difficulties for the agency in regards to promotional opportunities from these classes.

Number of Employees by Class and Step

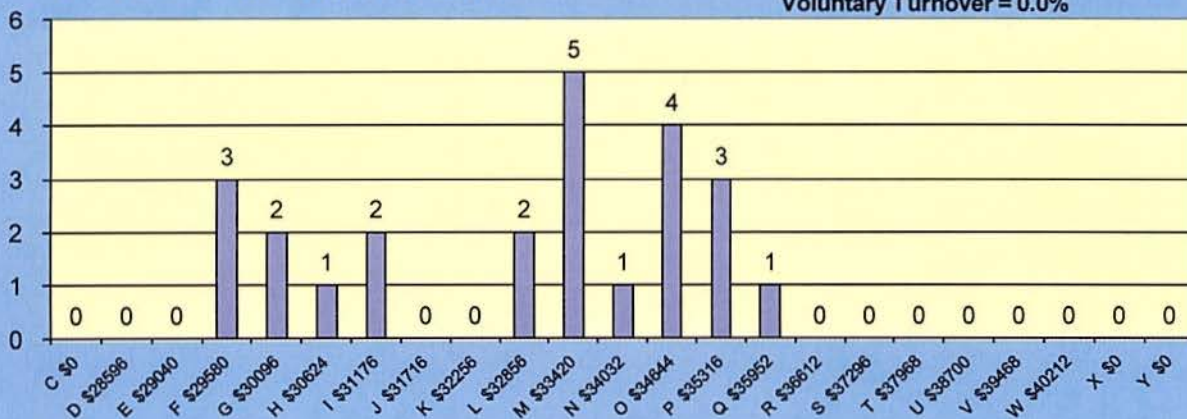
CLINICAL CASEWORK ASST II

Pay Range A18

Total Employees In Job Class = 24

Average Salary = \$32,885

Voluntary Turnover = 0.0%



Differentials

Part of the requests from the Department of Mental Health and the Veteran's Commission involved new and adjusted pay differentials for specific job classes. Differentials do not adjust the base pay, but provide additional pay based on specific factors for some of the employees.

SECURITY DIFFERENTIAL (10% and 5% for Department of Mental Health)

A new security differential for Registered Nurse classes who work in maximum and intermediate security units at the Department of Mental Health. Currently several other job classes do receive a security differential, but the Registered Nurses have not previously been included in this.

This differential is designed to help in recruiting and retention at the maximum and intermediate security facilities at the Fulton State Hospital and at the intermediate security unit in Farmington (SORTS). Recruitment in those facilities is especially difficult. Vacancy rates for the Registered Nurse series at Fulton is currently at 38%. The last effort by the Department to recruit for positions in Fulton resulted in no inquiries whatsoever.

The differential would provide a 10% pay differential for registered nurses working in direct care at the Biggs Center (maximum security) in Fulton. A 5% pay differential would be paid to registered nurses working in direct care at the intermediate security units in both Fulton and Farmington.

SHIFT DIFFERENTIAL (9% for Veteran's Commission)

An adjustment in the shift differential for LPN and Nursing Assistant job classes is being recommended at the request of the Veterans Commission. This would increase the current differential from \$0.30 an hour to 9% of base pay for those LPN's and Nursing Assistants who work evening and night shifts. The Veterans Commission has significantly more difficulty in recruiting and retaining nurses in those shifts than the day shift. The current differential amounts to only \$26 a month for working either of those shifts.

The increase in this differential would affect five job classes:

- LPN III GEN
- LPN II GEN
- LPN I GEN
- Nursing Assistant I
- Nursing Assistant II

While the Nursing Assistant classes are used exclusively by the Veteran's Commission, the LPN classes are also used by the Department of Mental Health. These classes also currently receive the \$0.30 as a shift differential. These classes at DMH would also be included in this adjustment.

Total Estimated Cost of Suggested Within-Grade Salary Advancement, General Structure Adjustment and Repositioning

UNIFORM CLASSIFICATION & PAY SYSTEM

Pay Plan Element	General Revenue	Non-General Revenue	Total	Percentage of Total Personal Services
Within-Grade Increase	\$29,937,868	\$28,668,958	\$58,606,826	4.1%
General Structure Adjustment	\$21,694,107	\$20,774,607	\$42,468,714	3.0%
Repositioning	\$1,499,464	\$2,719,556	\$4,219,020	
Differentials	\$ 531,025	\$ 963,113	\$1,494,138	
Total UCP System Agencies, Salary Only	\$53,662,465	\$53,126,233	\$106,788,699	
Benefits (30.00%)	\$16,098,740	\$15,937,870	\$32,036,610	
Total UCP System Agencies, Salary plus Benefits	\$69,761,205	\$69,064,103	\$138,825,308	

NON-UCP SYSTEM AGENCIES

Pay Plan Element	General Revenue	Non-General Revenue	Total	Percentage of Total Personal Services
Within-Grade Increase	\$11,554,811	\$21,540,436	\$33,095,247	4.1%
General Structure Adjustment	\$8,373,052	\$15,609,012	\$23,982,063	3.0%
Repositioning	\$0	\$0	\$0	
Differentials	\$0	\$0	\$0	
Total Non-UCP System Agencies, Salary Only	\$19,927,863	\$37,149,448	\$57,077,311	
Benefits (30.00%)	\$5,978,359	\$11,144,834	\$17,123,193	
Total Non-UCP System Agencies, Salary plus Benefits	\$25,906,222	\$48,294,282	\$74,200,504	

ALL AGENCIES

Pay Plan Element	General Revenue	Non-General Revenue	Total	Percentage of Total Personal Services
Within-Grade Increase	\$41,492,680	\$50,209,394	\$91,702,073	4.1%
General Structure Adjustment	\$30,067,159	\$36,383,619	\$66,450,778	3.0%
Repositioning	\$1,499,464	\$2,719,556	\$4,219,020	
Differentials	\$531,025	\$963,113	\$1,494,138	
Total All Agencies, Salary Only	\$73,059,303	\$89,312,568	\$162,371,871	
Benefits (30.00%)	\$22,077,098	\$27,082,704	\$49,159,803	
Total All Agencies, Salary plus Benefits	\$95,136,401	\$116,395,273	\$211,531,674	

		FY2013 Pay Range			Range Movement	Proposed FY2014 Pay Range				
INDEX #	CLASS TITLE	FY13 Range	FY13 Min Sal	FY13 Max Sal		FY14 Range	FY14 Min Sal	FY14 Max Sal	# Ees	Estimated Cost
4340	Registered Nurse	A24	\$35,952	\$51,156	2	A26	\$38,700	\$56,688	74	\$259,032
4341	Registered Nurse Senior	A27	\$40,212	\$59,040	2	A29	\$44,220	\$64,272	314	\$1,686,408
4342	Registered Nurse-Clin Ops	A30	\$45,984	\$67,080	2	A32	\$51,156	\$73,068	50	\$349,332
4343	Registered Nurse Supervisor	A30	\$45,984	\$67,080	2	A32	\$51,156	\$73,068	83	\$573,744
4323	Registered Nurse IV	A29	\$44,220	\$64,272	2	A31	\$47,184	\$69,948	46	\$237,612
4330	Health Care Practitioner	A32	\$51,156	\$73,068	2	A34	\$55,548	\$79,728	3	\$19,224
4317	LPN I General	A14	\$25,128	\$34,644	1	A15	\$25,944	\$35,952	17	\$17,304
4318	LPN II General	A15	\$25,944	\$35,952	1	A16	\$26,784	\$37,296	177	\$201,012
4319	LPN III General	A18	\$28,596	\$40,212	1	A19	\$30,096	\$41,712	108	\$230,304
4311	Nursing Assistant I	A07	\$20,136	\$26,196	1	A08	\$20,724	\$27,564	582	\$409,776
4312	Nursing Assistant II	A10	\$21,984	\$29,520	1	A11	\$22,680	\$31,020	136	\$114,228
5076	Youth Specialist I	A15	\$25,944	\$35,952	1	A16	\$26,784	\$37,296	80	\$69,960
5278	Clinical Casework Asst I	A16	\$26,784	\$37,296	1	A17	\$27,660	\$38,700	6	\$6,396
5279	Clinical Casework Asst II	A18	\$28,596	\$40,212	1	A19	\$30,096	\$41,712	24	\$44,688
							TOTALS		1700	\$4,219,020